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ABSTRACT

To determine if a large number of faculty members at Northern Virginia Community College (NVCC) are likely to retire in the next five years, the Office of Institutional Research analyzed data relating to faculty members' age, years of service, and retirement patterns. After the introduction, the second section, Historical Context, presents information on past faculty retirement trends at NVCC and the faculty median years of service. The third section has six parts. Part A details, over a five-year period, 1998-2003, the number of faculty members eligible to retire. The information is broken down by campus and is presented for two separate groups of faculty, those faculty members who are 60 years of age or older and those faculty members with 25 or more years of service. Part B is an analysis by age group of those faculty members with 25 or more years of service at NVCC. Part C gives details concerning the impact on each campus if all faculty members eligible to retire do so. Parts D and E discuss the impact on the campuses of age-related retirement and service-related retirement. Part F gives information on the number of faculty eligible to retire by division. Section 4 briefly describes three possible future scenarios for faculty retirement at NVCC. Section 5 is the Conclusion. (Contains 10 tables and 13 figures.) (VWC)

NVCC Faculty Retirement Study: Outlook For 1998 - 2003

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NVCC Faculty Retirement Study: Outlook For 1998 - 2003

Table of Contents

	Page
Executive Summary	1
I. Introduction	4
Report Structure	5
II. Faculty Retirement at NVCC: Historical Context	5
III. Faculty Eligible to Retire: Five Year Outlook (1998-2003)	7
A) Cross-Section View of the Eligible NVCC Faculty: 1998-2003	7
B) The Impact of Years of Service on Retirement: Age Group Analysis	11
C) The Impact of Retirements: Campus Analysis	13
D) The Impact of the Age of the Faculty on Retirement: Campus Analysis	14
E) The Impact of Years of Service on Retirement: Campus Analysis	15
F) The Impact of Faculty Retirement: Division Analysis	16
IV. Three Future Retirement Scenarios	21
Scenario 1	21
Scenario 2	21
Scenario 3	21
V. Conclusion	22

NVCC Faculty Retirement Study: Outlook For 1998 - 2003

List of Tables

	Page
Table 1: Proportion of NVCC Faculty Eligible to Retire 1998-2003	7
Table 2: Proportion of NVCC Faculty Eligible to Retire 1998-2003 By Campus	7
Table 3: Proportion of NVCC Faculty Sixty Years and Older By Campus	9
Table 4: Proportion of NVCC Faculty with 25 or More Years of Service By Campus	10
Table 5: Proportion of NVCC Faculty with 25 or More Years of Service By Age Group	11
Table 6: Years of Service of NVCC Faculty by Age Group.....	12
Table 7: NVCC Faculty Eligible to Retire By Campus	13
Table 8: Age of NVCC Faculty in Fall 1998 By Campus	14
Table 9: Years of Service of NVCC Faculty By Campus.....	15
Table 10: NVCC Faculty Eligible to Retire By Campus and Division.....	17

NVCC Faculty Retirement Study: Outlook For 1998 - 2003

List of Figures

	Page
Figure 1: Campus Distribution of NVCC Faculty Eligible to Retire, 1998-2003	8
Figure 2: Campus Distribution of NVCC Faculty Sixty Years and Older	9
Figure 3: Campus Distribution of NVCC Faculty with 25 or More Years of Service	10
Figure 4: Proportion of NVCC Faculty with 25 or More Years of Service By Age Group	11
Figure 5: Years of Service of NVCC Faculty By Age Group.....	12
Figure 6: NVCC Faculty Eligible to Retire By Campus.....	14
Figure 7: Age Of NVCC Faculty In Fall 1998 By Campus	15
Figure 8: Years of Service of NVCC Faculty By Campus	16
Figure 9: Alexandria Campus Faculty Eligible to Retire By Division	18
Figure 10: Annandale Campus Faculty Eligible to Retire By Division.....	19
Figure 11: Loudoun Campus Faculty Eligible to Retire By Division.....	19
Figure 12: Manassas Campus Faculty Eligible to Retire By Division.....	20
Figure 13: Woodbridge Campus Faculty Eligible to Retire By Division	20

NVCC Faculty Retirement Study: Outlook For 1998 - 2003

Executive Summary

In an effort to determine if Northern Virginia Community College (NVCC) is facing the loss of a significant number of faculty members within the next five years (1998-2003), the Office of Institutional Research (OIR) looked at the data on faculty members' age, years of service, and past retirement patterns. Since the State of Virginia has no mandatory retirement age, attempting to project the number of faculty members who may retire over the next five years becomes difficult.

Historical Context

- An analysis of recorded past faculty retirements reveals that of 120 retired faculty members, 97 (81%) were 60 years of age or older.¹ Almost half of this group was 65 years of age or older.
- Past retirement patterns indicate that the number of years of service did not appear to be as significant as age in determining retirement. Of the 120 retirements recorded on the College personnel database, only 3 (3%) of the retiring faculty members had 30 years of service. None of them had more than 30 years of service. This suggests that faculty retirements, in the past, were triggered by age not years of service
- In the past the College did not have to face its current circumstances where a large number of faculty members who are younger than 65 years of age will acquire 30 years of service. Over the next five years, 89 faculty members could qualify for early retirement (to qualify for early retirement a faculty member must be at least 50 years of age but less than 65 years of age).² An important question to be answered at this point will be whether 30 years of service, for those faculty members younger than 65 years of age, will trigger retirement.

Eligible to Retire: 1998-2003

- In the next five years (1998-2003), 188 faculty members, approximately 30% of the faculty at NVCC, could choose to retire either because they have completed 30 years of service or they are 65 years of age or older or both.

¹ Source: NVCC Personnel Master File

² Any discussion of early retirement in this study only encompasses those faculty members who, between 1998-2003, will be at least 50 but less than 65 years of age and who will have 30 years of service.

- According to the present analysis, the impact of the possible retirements would vary substantially across campuses. At the Alexandria Campus 57 faculty members (34%) could retire while 89 faculty members (37%) could retire at the Annandale Campus. At the Loudoun Campus 12 faculty members (22%) could retire and at the Manassas and Woodbridge Campuses nine (15%) and 18 (23%) faculty members, respectively, could retire.
- Only three (11%) College Staff faculty members would be eligible for retirement during this 5-year period.

Age Factor:

- Ninety-nine (16%) of the faculty members at NVCC are 60 years of age or older.³ This group has the highest probability of leaving in the next five years.
- The number and proportion of those faculty members 60 years of age and older varies by campus. While the Alexandria and Annandale Campuses have the highest number of faculty 60 years of age and older (30 and 38 respectively), the Woodbridge Campus has the greatest proportion (22%). At the Loudoun Campus seven (13%) of the faculty members are 60 years of age or older and at the Manassas Campus six (10%) of the faculty members are 60 years of age or older.
- It is important, at this juncture, to point out that almost two-thirds of the NVCC faculty are 50 years of age or older. If the trend of low faculty turnover continues, in ten years NVCC could be faced with approximately two-thirds of its faculty nearing retirement age.

Years of Service Factor:

- For the purpose of this study, in addition to the age of a faculty member, years of service at NVCC is considered to be a factor influencing a faculty member's decision to retire. One hundred twenty-one (19%) faculty members at NVCC have 25 or more years of service.⁴
- Of those faculty members who have 25 or more years of service, 32 (27%) are 60 years of age or older, 84 (69%) are between 50-59 years of age, and five are between 45-49 years of age.
- The 60 years of age and older group has a higher probability of leaving in the next five years than the other two groups (50-59 years of age and 45-49 years of age).

³ The data are as of November 1998.

⁴ There is overlap between those who are 60 years of age or older and those with 25 or more years of service.

- The number and proportion of faculty members that have 25 or more years of service varies by campus. The Annandale Campus has 69 (28%) faculty members followed by Alexandria Campus, which has 39 (23%) faculty members with 25 or more years of service. While the Loudoun Campus has six (11%) faculty members with 25 or more years of service, the Manassas and Woodbridge Campuses and College Staff each have three or less.

Impact on the Divisions

- All of the academic divisions at all of the campuses could be affected, to varying degrees, if all faculty members eligible to retire actually retire. The impact will vary by campus and discipline. Some of the divisions at the Alexandria and Annandale Campuses will be significantly impacted.
- At the Alexandria Campus, the Social Sciences and Public Services division and the Humanities division could each lose 42% of their faculty members.
- At the Annandale Campus the Liberal Arts division could lose 22 faculty members, almost half the faculty (49%). The Languages and Literature division could lose 18 faculty members, 45% of its faculty. The Math, Science and Engineering division could also lose 18 faculty members or 38% of its faculty.
- The impact on different divisions at the other three campuses, Loudoun, Manassas and Woodbridge, will be relatively small.

NVCC Faculty Retirement Study: Outlook For 1998 - 2003

I. Introduction

This study addresses concern that Northern Virginia Community College is facing a large scale turnover of the faculty as a significant number of faculty members qualify for retirement. There is anticipation that a large number of faculty members will leave as they acquire either 30 years of service or reach retirement age (defined for the purpose of this study as 65 years of age or older).

In an effort to understand the expected loss of a large number of NVCC faculty members within the next five years, the Office of Institutional Research (OIR) analyzed the data relating to faculty members' age, years of service and retirement patterns.⁵ The focus of this study was nine-month teaching, twelve-month administrative, and professional faculty members who, in fall 1998, **a)** had at least 25 years of service and were at least 45 years of age, or **b)** were at least 60 years of age. These two groups of faculty will, in the next five years, **a)** accrue either 30 years of service, and will be at least 50 years of age, or **b)** will reach the age of 65 years. The study assumes the two events most likely to trigger normal retirement (i.e., not disability retirement) are the faculty member **a)** accumulates 30 years of service or **b)** is 65 years of age.

Since the State of Virginia has no mandatory retirement age, faculty members may not necessarily be influenced by factors such as age and years of service in their decision to retire. A faculty member's decision to retire could be prompted by personal circumstances, such as health, financial status, or family commitments. Without the benefit of data on various determinants of faculty retirement, attempting to predict the number of faculty retirements over the next five years is extremely difficult. Therefore, this report only references those faculty members who would be eligible to retire over the next five years based on age and/or years of service.

⁵ The Office of Institutional Research extracted most of the data contained in this report from the NVCC Personnel Master File. The Personnel Master File was created and is managed by the Office of Information Technology. The Human Resources office updates personnel information on the file and is responsible for the accuracy of the data. Data concerning voluntary and involuntary departures came from the Human Resources office.

Report Structure

This report is divided into five sections. The first section is the Introduction. The second section, Historical Context, presents information on past faculty retirement trends at NVCC and the faculty median years of service.

The third section has six parts A, B, C, D, E, and F. Part A details, over a five-year period, 1998-2003, the number of faculty members eligible to retire. The information is broken down by campus and is presented for two separate groups of faculty, those faculty members who are 60 years of age or older and those faculty members with 25 or more years of service. Part B is an analysis by age group of those faculty members with 25 or more years of service at NVCC.

Part C gives details concerning the impact on each campus if all faculty members eligible to retire do so. Parts D and E discuss the impact on the campuses of age-related retirement and service-related retirement.⁶ The final part of section III, Part F, gives information on the number of faculty eligible to retire by division.

Section IV briefly describes three possible future scenarios for faculty retirements at NVCC. Scenario 1 describes the impact on NVCC if all eligible faculty retire. Scenario 2 describes the impact on NVCC if just those who reach or exceed 65 years of age retire. The third scenario describes the impact on NVCC if all the age eligible faculty members retire and half of the service eligible faculty members retire. That is, if all the faculty members 65 years of age and older retire, and half of those faculty members with thirty or more years of service and who are at least 50 years of age but less than 65 years of age, retire. Section V is the Conclusion.

II. Faculty Retirement at NVCC: Historical Context

It is possible that over the next several years NVCC could be facing a problem unprecedented in its history, the loss of a significant number of faculty members as they reach 30 years of service or the age of 65 years. The problem is unprecedented because NVCC is a relatively young institution, 33 years of age. Faculty members, once hired, have for the most part remained with the institution. In fall 1998, the median for years of service for full time faculty at NVCC was 15 years. This means 50% of the faculty had 15 or more years of service at this institution. Faculty turnover has been relatively low. Since 1995 there has been an average of 29 voluntary departures per year.⁷ Total faculty

⁶ For the purpose of this study, the years of service for a faculty member were calculated from their NVCC start date and only reflect years of employment at NVCC, regardless of whether that faculty member had prior State service. Prior State service was not counted towards years of service because OIR had no way of knowing how many years of prior State service a faculty member may have had. The number of years of prior State service is not reflected on the College Personnel Master File. Therefore it is possible that the total years of State service may be understated for some faculty members.

⁷ Voluntary departures are defined as those departures not due to dismissal, death, disability, layoff, etc.

departures (voluntary and involuntary) for the period 1995-1998 averaged 35 per year. Thus, the turnover rate for faculty at NVCC is approximately five percent a year. NVCC faculty members, however, who have aged with the institution will begin to retire in larger proportions over the next several years.

- In the ten years from 1988 to 1998, the median age has increased for all categories (administrative, professional and teaching) of faculty. The median age for nine-month teaching faculty has increased from 45 years to 53 years. The median age for professional faculty has increased from 43 years to 50 years and the median age for administrative faculty has increased by two years, from 50 years to 52 years. The increase in the median age of all groups of faculty, over the last ten years, suggests low turnover. This is especially apparent for nine-month teaching and professional faculty.
- An analysis of past faculty retirement reveals that of 120 faculty members whose retirements are recorded on the College personnel database, 81% were 60 or older.⁸ In addition, of the 60 years and older group, almost half were 65 years of age and older.
- Past retirement patterns indicate that the number of years of service did not appear to be as significant as age in determining retirement. Of the 120 faculty retirements recorded on the College personnel database, only 3 (3%) of the retiring faculty members had 30 years of service, none of the retiring faculty served more than 30 years. Thus, 97% of the retiring faculty had less than 30 years of service at this institution when they retired.
- In the past, faculty retirements appeared to be triggered by age rather than years of service. However, given the age of the institution (33 years) it is only recently that many faculty members have begun to acquire 30 years of service at this institution. Therefore, years of service at NVCC, until recently, could not have been a factor in determining retirement.⁹
- Over the next five years, a large number of faculty (89), many younger than the traditional retirement age of 65 years, will have acquired 30 years of service. At this point it is not possible to predict if 30 years of service, regardless of age, will trigger retirement for faculty.¹⁰ Much will probably depend on other factors such as retirement planning, savings, healthcare costs and other personal factors.

⁸ This number does not include all faculty members who have retired, only those recorded on the Personnel Master File.

⁹ Faculty could have acquired State service outside of NVCC; however, this is an unknown factor and not considered in the scope of this analysis.

¹⁰ For early retirement purposes the faculty member would have to be at least 50 years of age.

III. Faculty Eligible to Retire: Five Year Outlook (1998-2003)

NVCC has never before faced the issue of what will happen when large numbers of faculty reach 30 years of service or 65 years of age. What is especially significant is that many faculty members will have 30 years of service, but will be less than 65 years of age. NVCC has no precedent to make a judgement concerning what these faculty members will decide to do. NVCC will, however, be better prepared by knowing, in detail, about the faculty eligible to retire in the next five years.

A) Cross-Section View of the Eligible NVCC Faculty: 1998-2003

- In the next five years (1998-2003) 188 faculty members, approximately 30% of the faculty at NVCC, could choose to retire, either because they will have completed 30 years of service or they will be 65 years of age or older (Table 1).¹¹

Table 1: Proportion of NVCC Faculty Eligible to Retire 1998-2003

Eligible to Retire	Number	Percent
Yes	188	29.7
No	445	70.3
Total	633	100.0%

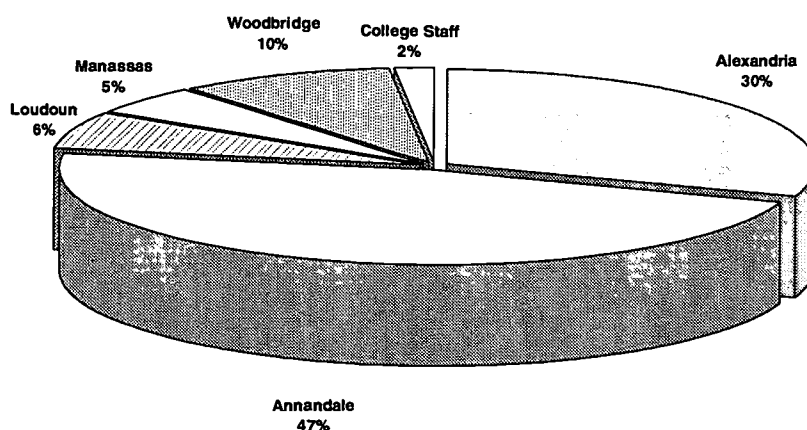
- Of the 188 faculty members who would be eligible to retire in the next five years, 146 (78%) are faculty members at either the Annandale or Alexandria Campuses (Table 2 and Figure 1).

**Table 2: Proportion of NVCC Faculty Eligible to Retire 1998-2003
By Campus**

Campus	Eligible to Retire (Number)	Eligible to Retire (Percent)
Alexandria	57	30.3
Annandale	89	47.3
Loudoun	12	6.4
Manassas	9	4.8
Woodbridge	18	9.6
College Staff	3	1.6
Total	188	100.0%

¹¹ The data in this analysis are accurate as of November 1998, with the exception of the information in Table 10 where the data are accurate as of April 1999. As the data were extracted from the personnel file at two different times, data in Table 10 may not precisely correspond to data in Tables 1 to 9.

Figure 1: Campus Distribution of NVCC Faculty Eligible to Retire, 1998-2003 *



* N = 188 NVCC faculty members eligible to retire

Group I: Faculty Eligible to Retire Based On Age

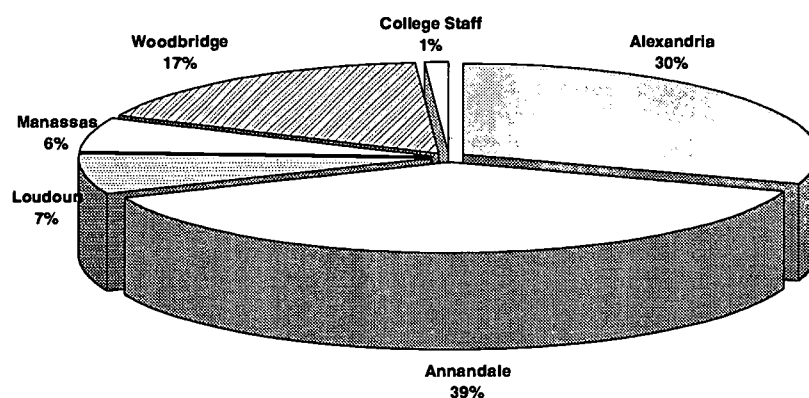
- Of the 188 faculty members eligible to retire in the next five years, 99 (53%) are 60 years of age or older. Of these 99, 38 (38%) are faculty members at the Annandale Campus and 30 (30%) are faculty members at the Alexandria Campus. Seventeen (17%) of the faculty members 60 years and older are from the Woodbridge Campus. Loudoun and Manassas Campuses, together, only have 13 faculty members who are 60 years of age or older (7 and 6 respectively). Therefore, as can be seen in Table 3 and Figure 2, the largest number and proportion of faculty 60 years of age and older come from the Annandale Campus followed by the Alexandria Campus.¹² A very low proportion of faculty members who are 60 years of age and older come from the Loudoun and Manassas Campuses (7% and 6% respectively).

¹² It is worth stressing that the large numbers of faculty eligible for retirement at the Annandale and Alexandria Campuses are not a result of the large numbers of faculty employed at these Campuses. The proportion of faculty eligible to retire at both the Annandale and Alexandria Campuses is much higher than at the other three campuses (see Table 7).

**Table 3: Proportion of NVCC Faculty Sixty Years and Older
By Campus**

Campus	Sixty & Over (Number)	Sixty & Over (Percent)
Alexandria	30	30.3
Annandale	38	38.4
Loudoun	7	7.1
Manassas	6	6.1
Woodbridge	17	17.1
College Staff	1	1.0
Total	99	100.0%

Figure 2: Campus Distribution of NVCC Faculty Sixty Years and Older *



* N=99 NVCC faculty members 60 years or more of age

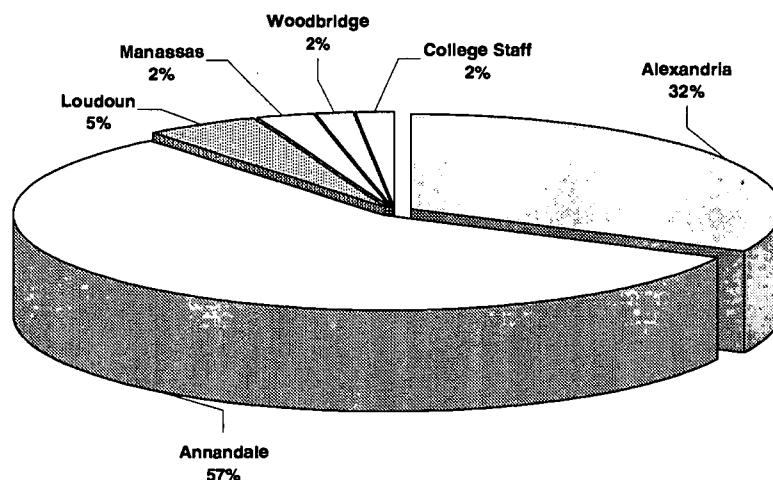
Group 2 : Faculty Eligible to Retire Based On Years of Service

- One hundred twenty-one (19%) faculty members at NVCC have 25 or more years of employment service.¹³ As can be seen in Table 4 and Figure 3, of these 121 faculty members, 69 (57%) are faculty members at the Annandale Campus.¹⁴ In addition, almost one-third (39) of the faculty from this group are from the Alexandria Campus. The Loudoun, Manassas and Woodbridge Campuses have very few faculty members with 25 or more years of service.

Table 4: Proportion of NVCC Faculty with 25 or More Years of Service By Campus

Campus	Over 25 Years of Service (Number)	Over 25 Years of Service (Percent)
Alexandria	39	32.2
Annandale	69	57.0
Loudoun	6	5.0
Manassas	3	2.4
Woodbridge	2	1.7
College Staff	2	1.7
Total	121	100.0%

Figure 3: Campus Distribution of NVCC Faculty with 25 or More Years of Service *



* N=121 NVCC faculty members with 25 or more years of service

¹³ The two groups (Group 1 and Group 2) are not mutually exclusive. It should be noted that there is overlap between those who are 60 years of age and older and those with 25 or more years of service.

¹⁴ The data are as of fall 1998.

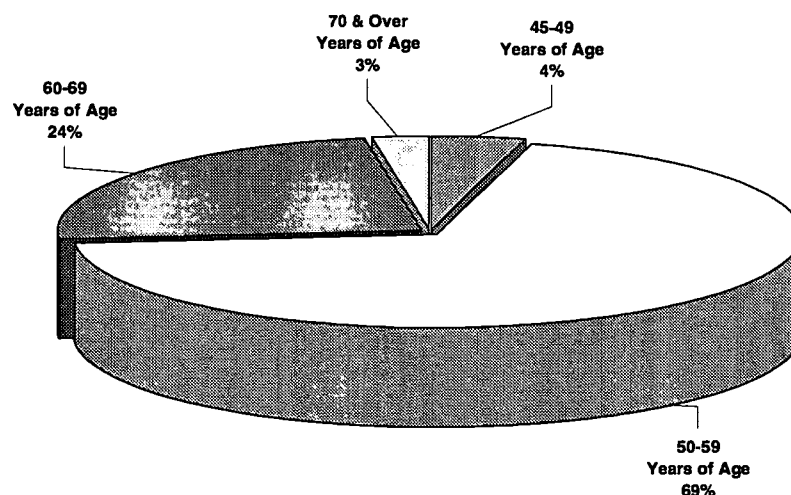
B) The Impact of Years of Service on Retirement: Age Group Analysis

- Of the 121 (19%) faculty members at NVCC who have 25 or more years of service, 27% are 60 years of age or older, 69% are between 50 and 59 years of age and 4% are between 45 and 49 years of age.¹⁵ Table 5 and Figure 4 show the distribution by age group for these 121 faculty members.

**Table 5: Proportion of NVCC Faculty with 25 or More Years of Service
By Age Group**

Age Group (Years)	Over 25 Years of Service (Number)	Over 25 Years of Service (Percent)
Less Than 45	0	0.0
45-49	5	4.1
50-59	84	69.4
60-69	29	24.0
70 & Over	3	2.5
Total	121	100.0%

**Figure 4: Proportion of NVCC Faculty with 25 or More Years of Service
By Age Group ***



* N=121 NVCC faculty members with 25 or more years of service

- As can be expected, only 5 (3%) faculty members between the ages of 45-49 years had 25 or more years of service. In comparison, 84 (27%) faculty members between

¹⁵ The data are as of fall 1998.

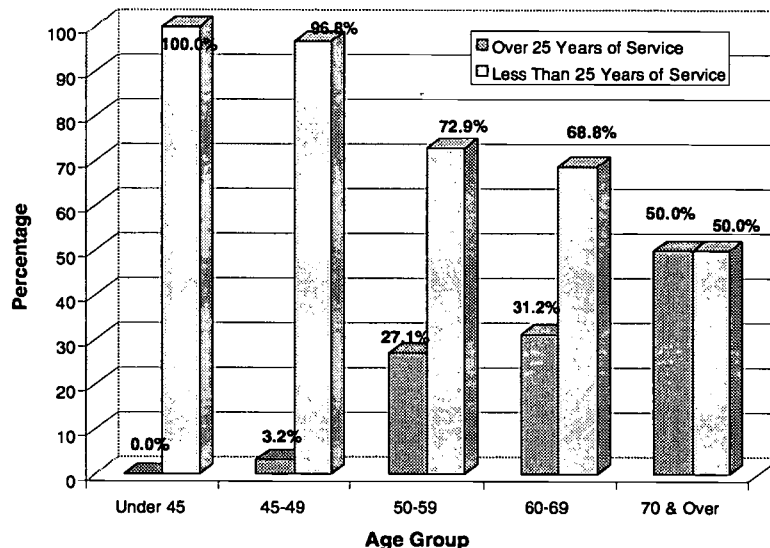
the ages of 50-59 years and 29 (31%) between the ages of 60-69 years had 25 or more years of service. Only six faculty members were 70 years of age and over. Of these six, three had 25 or more years of service (Table 6 and Figure 5).

- As can be seen in Table 6, over the next five years, 67 of NVCC's faculty members will be eligible to retire based on age, even though they have less than 25 years of service. Eighty-nine faculty members between 45 and 59 years of age will be eligible for retirement based on years of service. Thirty-two faculty members will meet age and service eligibility for retirement, that is they will be 65 years of age or older and will have 30 or more years of service.

Table 6: Years of Service of NVCC Faculty by Age Group

Age Group (Years)	Over 25 Years of Service (Number)	Over 25 Years of Service (Percent)	Less Than 25 Years of Service (Number)	Less Than 25 Years of Service (Percent)	Total Faculty (Number)	Total Faculty (Percent)
Less Than 45	0	0	67	100.0	67	10.6
45-49	5	3.2	152	96.8	157	24.8
50-59	84	27.1	226	72.9	310	49.0
60-69	29	31.2	64	68.8	93	14.7
70 & Over	3	50.0	3	50.0	6	0.9
Total	121	19.1%	512	80.9%	633	100.0%

Figure 5: Years of Service of NVCC Faculty By Age Group



- Table 6 also shows that almost two-thirds (409) of the NVCC faculty are 50 years of age and older. NVCC might have to look at the implications of an aging faculty.
- The 32 faculty members who are 60 years of age and older and who have 25 or more years of service is probably the most significant group on which to focus, as the likelihood of their retiring during the next five years is high.

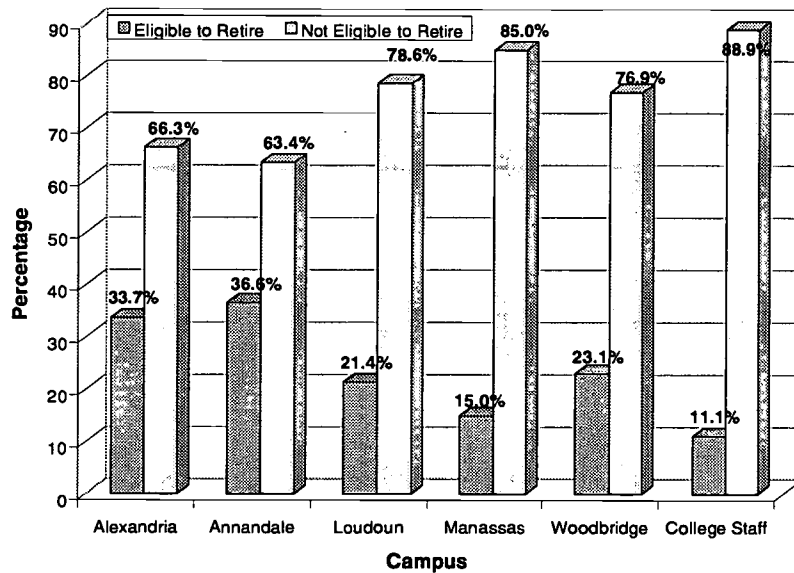
C) The Impact of Retirements: Campus Analysis

- As can be seen in Table 7 and Figure 6, the impact of faculty retirements over the next five years (1998-2003) varies by campus. Based on age and years of service, 57 (34%) faculty members from the Alexandria Campus could retire. At the Annandale Campus 89 (37%) faculty members would be eligible to retire within five years. At the Woodbridge, Loudoun and Manassas Campuses the number of faculty members eligible for retirement over the 1998-2003 time period is 18 (23%), 12 (21%) and 9 (15%) respectively. Only 11% of the College Staff faculty would be eligible for retirement. It is apparent that the two larger campuses, Annandale and Alexandria, could experience a greater proportion of faculty member departures during the next five years.

**Table 7: NVCC Faculty Eligible to Retire
By Campus**

Campus	Eligible to Retire (Number)	Eligible to Retire (Percent)	Not Eligible to Retire (Number)	Not Eligible to Retire (Percent)	Total Faculty (Number)	Total Faculty (Percent)
Alexandria	57	33.7	112	66.3	169	26.7
Annandale	89	36.6	154	63.4	243	38.4
Loudoun	12	21.4	44	78.6	56	8.8
Manassas	9	15.0	51	85.0	60	9.5
Woodbridge	18	23.1	60	76.9	78	12.3
College Staff	3	11.1	24	88.9	27	4.3
Total	188	29.7%	445	70.3%	633	100.0%

Figure 6: NVCC Faculty Eligible to Retire By Campus



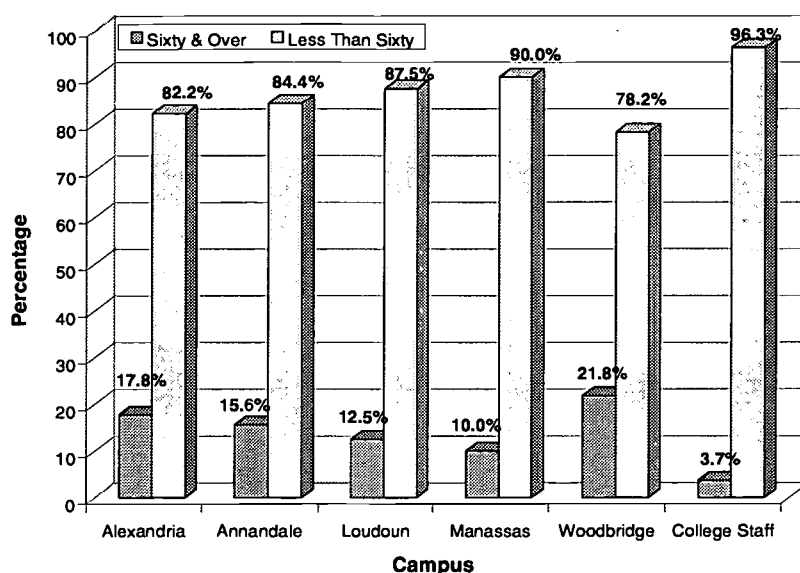
D) The Impact of the Age of the Faculty on Retirement: Campus Analysis

- As shown in Table 8 and Figure 7, as of fall 1998, 99 (16%) faculty members at NVCC were 60 years of age or older. These 99 faculty members will all be eligible to retire during the next five years. The percentage of faculty members eligible to retire, based on age, over the next five years varies by campus. Twenty-two percent of Woodbridge faculty members are 60 years of age or older compared to 18% of Alexandria faculty, 16% of Annandale faculty, 13% of Loudoun faculty and 10% of Manassas faculty.

**Table 8: Age of NVCC Faculty in Fall 1998
By Campus**

Campus	Sixty & Over (Number)	Sixty & Over (Percent)	Less Than Sixty (Number)	Less Than Sixty (Percent)	Total Faculty (Number)	Total Faculty (Percent)
Alexandria	30	17.8	139	82.2	169	26.7
Annandale	38	15.6	205	84.4	243	38.4
Loudoun	7	12.5	49	87.5	56	8.8
Manassas	6	10.0	54	90.0	60	9.5
Woodbridge	17	21.8	61	78.2	78	12.3
College Staff	1	3.7	26	96.3	27	4.3
Total	99	15.6%	534	84.4%	633	100.0%

Figure 7: Age Of NVCC Faculty In Fall 1998 By Campus



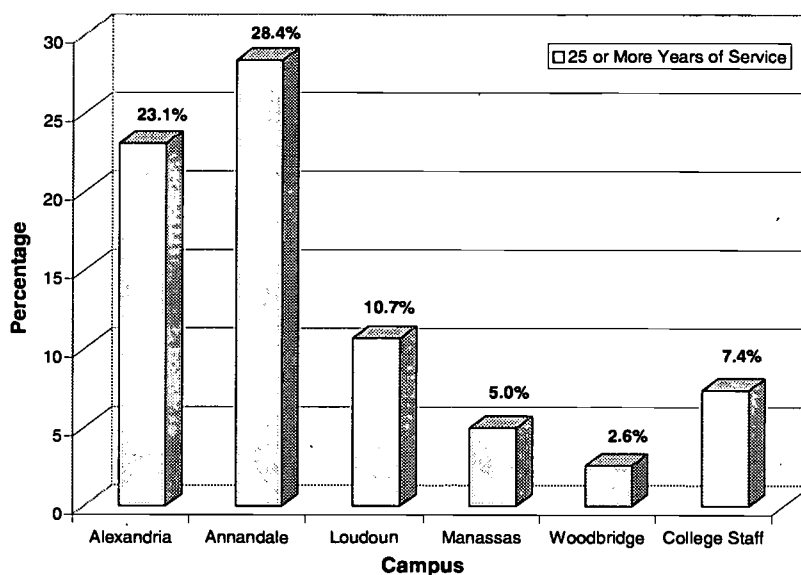
E) The Impact of Years of Service on Retirement: Campus Analysis

- As Table 9 and Figure 8 show, by campus, 69 (28%) faculty members at the Annandale Campus have 25 or more years of service followed by 39 (23%) faculty members at the Alexandria Campus, and 6 (11%) faculty members at the Loudoun Campus. Two (7%) of the College Staff faculty have 25 or more years of service. In addition, three faculty members (5%) at the Manassas Campus and two (3%) at Woodbridge Campus have 25 or more years of service. The retirement of all those faculty members with 25 or more years of service would impact the Annandale and Alexandria Campuses more than Loudoun, Manassas or Woodbridge.

Table 9: Years of Service of NVCC Faculty By Campus

Campus	Over 25 Years of Service (Number)	Over 25 Years of Service (Percent)	Less Than 25 Years of Service (Number)	Less Than 25 Years of service (Percent)
Alexandria	39	23.1	130	76.9
Annandale	69	28.4	174	71.6
Loudoun	6	10.7	50	89.3
Manassas	3	5.0	57	95.0
Woodbridge	2	2.6	76	97.4
College Staff	2	7.4	25	92.6
Total	121	19.1%	512	80.9%

Figure 8: Years of Service of NVCC Faculty By Campus



F) The Impact of Faculty Retirement: Division Analysis

This section looks at the data in order to determine the impact of faculty retirements on the academic divisions of each campus.

- All of the academic divisions at all of the campuses could be affected, to some degree, if all faculty members eligible to retire actually retire. Table 10 shows, by campus and division, the number and percent of faculty members eligible to retire.
- Highlighted cells in Table 10 indicate those divisions where more than 25% of the faculty members are eligible to retire.

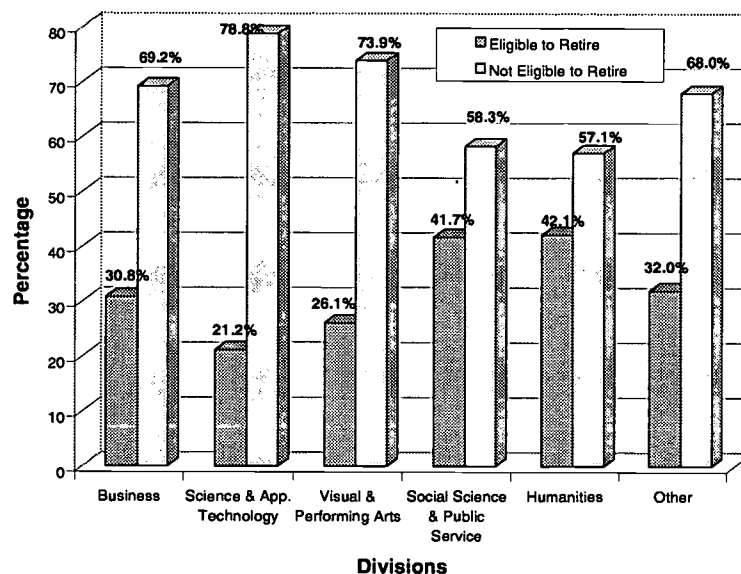
**Table 10: NVCC Faculty Eligible to Retire
By Campus and Division**

Campus	Division	Eligible to Retire (Number)	Eligible to Retire (Percent)	Not Eligible to Retire (Number)	Not Eligible to Retire (Percent)
Alexandria	Business	8	30.8	18	69.2
	Science & Applied Technology	7	21.2	26	78.8
	Visual & Performing Arts	6	26.1	17	73.9
	Social Science & Public Service	10	41.7	14	58.3
	Humanities	16	42.1	22	57.1
	Other Departments (Counseling, library etc.)	8	32.0	17	68.0
Annandale	Language & Literature	18	45.0	22	55.0
	Health Technologies	9	23.7	29	76.3
	Business & Public Service	9	22.5	31	77.5
	Liberal Arts	22	48.9	23	51.1
	Math, Science & Engineering	18	38.3	29	61.7
	Other Departments	9	31.0	20	69.0
Loudoun	Natural & Applied Sciences	3	13.6	19	86.4
	Communications & Human Studies	4	17.4	19	82.6
	Other Departments	4	33.3	8	66.7
Manassas	Communications Technologies & Social Science	2	7.7	24	92.3
	Science & Applied Technologies	5	23.8	16	76.2
	Other Departments	3	23.1	10	76.9
Woodbridge	Environmental & Natural Sciences	7	36.8	12	63.2
	Communications & Humanities	2	10.5	17	89.5
	Business & Social Sciences	6	21.4	20	76.9
	Other Departments	2	14.3	12	85.7
College Staff (Faculty)		3	10.3	26	89.7

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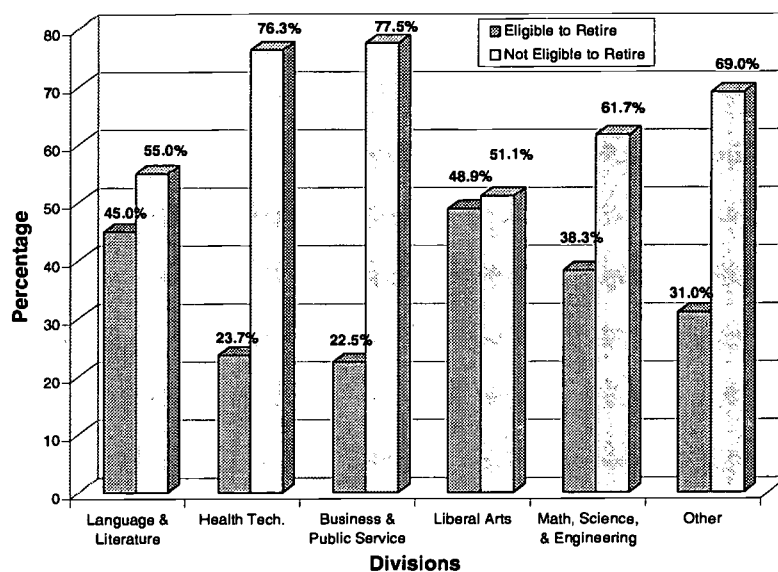
- At the Alexandria Campus the Social Sciences and Public Services division and the Humanities division could lose a significant percentage of their faculty. The Social Sciences and Public Services division could lose 10 faculty members, 42% of its faculty. The Humanities division could lose 16 faculty members, 42% of its faculty (Table 10 and Figure 9).
- Departments at the Alexandria Campus that could lose significant numbers of faculty are Biology (4), Information Systems Technology (4), and English (8).

Figure 9: Alexandria Campus Faculty Eligible to Retire By Division



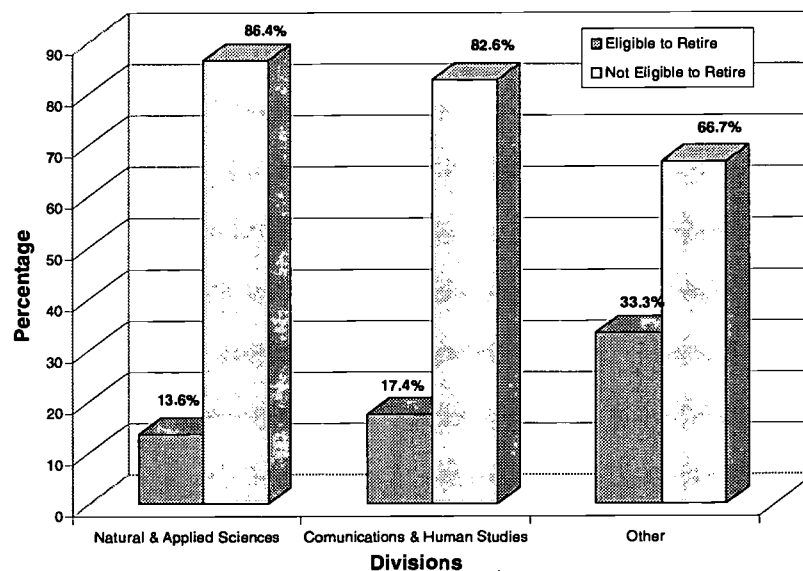
- At the Annandale Campus the Liberal Arts division, Language and Literature division, and Math, Science and Engineering division could lose a significant percentage of their faculty. The Liberal Arts division could lose 22 faculty members, almost half of its faculty (49%). The Languages and Literature division could lose 18 faculty members, which is 45% of its faculty. The Math, Science and Engineering division could also lose 18 faculty members or 38% of its faculty (Table 10 and Figure 10).
- Departments at the Annandale Campus that could lose significant numbers of faculty are Biology (7), Business Management (4), English (12), History (7), Mathematics (7) and Nursing (8).

Figure 10: Annandale Campus Faculty Eligible to Retire By Division



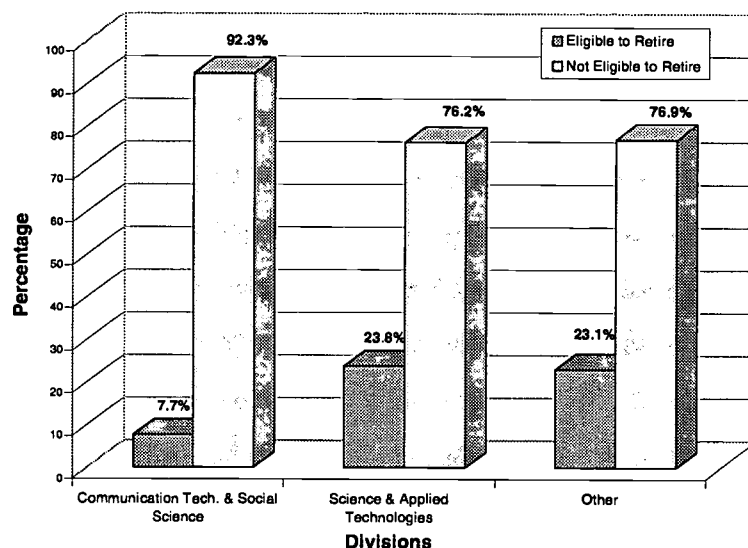
- Over the period 1998-2003, a very small number of faculty would be eligible to retire from the two academic divisions at the Loudoun Campus. Three faculty members (14%) would be eligible to retire from the Natural and Applied Sciences division and 4 faculty members (17%) would be eligible to retire from the Communications and Human Studies division (Table 10 and Figure 11).

Figure 11: Loudoun Campus Faculty Eligible to Retire By Division



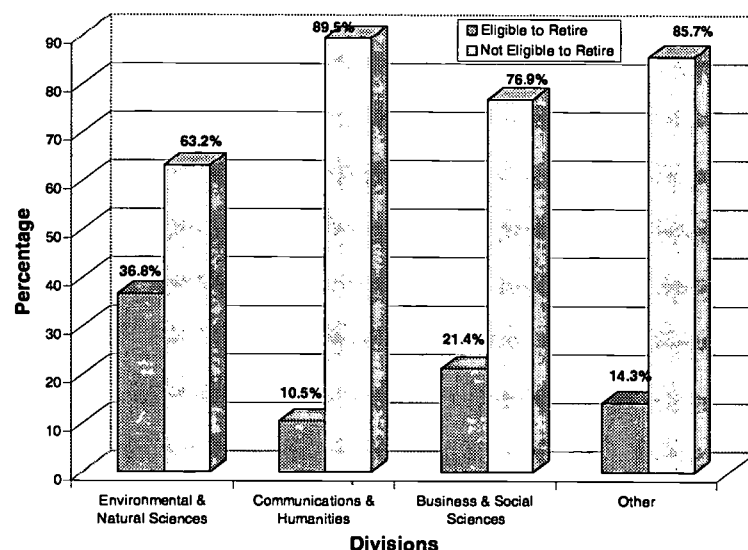
- In the Science and Applied Technologies division at the Manassas Campus, 5 faculty members (24%) would be eligible to retire over the next five years. Only two faculty members (8%) from the Communications Technologies and Social Science division would be eligible to retire (Table 10 and Figure 12).

Figure 12: Manassas Campus Faculty Eligible to Retire By Division



- The Environmental and Natural Sciences division at the Woodbridge Campus could lose 7 faculty members (37%), over the next five years, if all eligible faculty members retire. In the Business and Social Sciences division, 6 faculty members (21%) would be eligible to retire. Only two faculty members from the Communications and Humanities division would be eligible for retirement (Table 10 and Figure 13).

Figure 13: Woodbridge Campus Faculty Eligible to Retire By Division



Data presented in this report clearly indicate that the two campuses that would be most significantly impacted, if all eligible faculty members decide to retire, would be Alexandria and Annandale.¹⁶ Both campuses could lose over one third of their faculty. Annandale could lose 89 faculty members (37%) and Alexandria could lose 57 faculty members (34%).

IV. Three Future Retirement Scenarios

From the data presented in this report OIR has constructed three possible scenarios to illustrate the impact of faculty retirements on NVCC.

Scenario 1

The first scenario assumes that **all faculty members who are eligible to retire** in the next five years (1998-2003) will retire. All faculty who are either 65 years of age or older or who have 30 or more years of service and are at least 50 years of age make up this group. If this were to happen, NVCC would lose 188 faculty members. Most of these faculty members would come from the Annandale (89) and Alexandria (57) Campuses. Both the Annandale and Alexandria Campuses would lose over one-third of their faculty. Divisions at the Annandale Campus that would be severely impacted would be the Liberal Arts division, which would lose almost half of its faculty (49%) and the Languages and Literature division, which would lose 45% of its faculty. At the Alexandria campus the divisions that would be severely impacted are the Social Science and Public Service division which could lose 42% of its faculty and the Humanities division which could also lose 42% of its faculty.

Scenario 2

The second scenario assumes that **only those faculty members who reach retirement age**, defined for this study as 65 years of age, or exceed it in the next five years will retire. This would mean NVCC would lose 99 faculty members or 16% of its faculty. More than two-thirds (68) of these faculty members would come from the Alexandria (30) or Annandale (38) Campuses. While the Alexandria Campus would lose 18% of its faculty and the Annandale Campus would lose 16% of its faculty, the Woodbridge Campus would lose the greatest proportion of its faculty (22%).¹⁷

Scenario 3

The third scenario assumes that **all those faculty who reach retirement age**, 65 years of age, or exceed it in the next five years will retire. In addition to the retirement age group, those 65 years of age and older, **half of those who qualify for early retirement** will also

¹⁶ Faculty eligible for retirement are defined as those who are either 65 years of age or older or who have 30 or more years of service and are at least 50 years of age.

¹⁷ The breakdown by division is not available for this scenario.

retire.¹⁸ Under this scenario, the College would lose 144 faculty members or 23% of its faculty.

V. Conclusion

The State of Virginia has no mandatory retirement age; therefore, attempting to project the number of faculty retirements over the next five years is extremely difficult. The purpose of this analysis is to provide information about the number of faculty members eligible to retire in the next five years and to show how individual campuses and academic divisions could be impacted.

Over the 1998-2003 time period, almost one-third (188) of NVCC's current faculty will become eligible for retirement.¹⁹ It is difficult to predict how many of the faculty will avail themselves of this opportunity. Available data indicate that if all eligible faculty members were to retire the Annandale and Alexandria Campuses would feel the impact more than the other three campuses. The Alexandria Campus could lose 57 faculty members, almost 34% of its faculty and the Annandale Campus could lose 89 faculty members, almost 37% of its faculty. At the Manassas Campus only 9 faculty members (15%) would be eligible for retirement in the five-year period 1998-2003. The Woodbridge Campus could lose 18 faculty members (23%) and the Loudoun Campus could lose 12 faculty members (21%).

Historically, at NVCC, age appeared to be a more important factor than years of service in determining a faculty member's decision to retire. In the past, however, relatively few faculty members accumulated 30 years of service at NVCC. Therefore, age appeared to be the determining factor for retirement while the years of service played very little role. Over the next five years, a large number (121) of the faculty will acquire 30 years of service; many (89) of these faculty members will be younger than the traditional retirement age of 65 years. NVCC has no way of predicting what these faculty members will do; much will depend on the individual circumstances of the faculty member. There is a strong likelihood of retirement, however, for the 32 faculty members who will be 65 years of age or older and will have 30 years of service.

In addition to the number of faculty members who will be eligible for retirement in the next five years, NVCC has to face the implications of an aging faculty. As of fall 1998, almost two-thirds of NVCC's faculty were 50 years of age and older.

It is possible that most of the faculty who will be eligible to retire (which is a significant percentage of NVCC faculty) could retire over the next five years. However, the

¹⁸ To qualify for early retirement a faculty member must be at least 50 years of age but less than 65 years of age. In this study, discussion of those faculty members eligible for early retirement only includes those faculty who are at least 50 but less than 65 years of age and who will have 30 years of service.

¹⁹ The data are accurate as of fall 1998.

historical data suggest that the probability of that occurring may not be high. By Virginia law, faculty members are not compelled to retire at a given age. Given the low turnover among the faculty in the past, it could be safely assumed that the faculty members younger than 65 years of age with 30 years of service may have little incentive to retire. For these teaching faculty, retirement may not be the most attractive option, and many may opt to postpone retirement.

To plan for the future and to gain a better understanding of faculty retirement plans the College should consider collecting information from the faculty on factors, other than age or years of service, which impact a faculty member's decision to retire. In addition, NVCC has to decide what its course of action will be concerning an aging faculty, especially as there is no mandatory retirement age in Virginia. Does NVCC want to encourage or discourage the retirement of aging faculty members? How will the institution best be served? A dialogue with the faculty would yield sufficient information to help administrators decide a course of action and formulate strategies and incentives.

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